

**THE IMPACT OF TECHNOLOGICAL CHANGE ON HUMAN
RESOURCES – PAKISTAN RETAIL BANKING SECTOR**



SUBMITTED TO:

SIR DR.M. ALI SAEED

SUBMITTED BY:

HIRA JAVED

Enrollment ID: 01-221122-018

Email ID: hirajaved.hj@gmail.com

Management Sciences, Masters in Business Administration (HRM Majors)

Session: 2012-2014

Bahria University , E-8

Islamabad

ABSTRACT

With the changes in environmental factors i.e. globalisation, technology and increasing international competition, HR role has increased its significance and value. This dissertation attempts to examine the impacts of technology on human resources and in organisations particularly in banking sector where implementation of human centred approach is suggested to reduce the interaction gap between IT and human resources. The aim of this dissertation is helping people to understand and provide new information to corporate managers (HRM) of the banks, that are implementing or those who are planning to have technological change by importing new ideas from productivity and engineering into HR with special reference to the changing which are shortly being practice in Pakistan. Finally this dissertation gives some advices for further research. This study will adopt multiple method of research to meet its aim and measureable objectives. In quantitative method questionnaires and in qualitative method semi-structured interviews and participant observation will be adopted to achieve the overall aim of this research. The findings shows the gap between HR function, banking employees and IT department and demonstrated that implementation of human centred approach will indeed contribute to HRM effectiveness and employees performance.

Keywords: HRM, IT impacts, human centred approach

ACKNOWLEDGEMENT

First of all I would like to thank Allah Almighty for providing me with adequate strength and ability to complete this thesis on time.

I would also like to express my heartfelt gratefulness to my advisor Dr. .M Ali Saeed for his continuous support of my research thesis, for his patience, interest, and immense knowledge. His guidance throughout the thesis work has contributed to the success of this research.

I would also like to thank the Bank staff who co-operated with me in getting the survey done.

Lastly, I would like to thank all those people who have helped me by any means in completing my research project.

TABLE of CONTENTS

Abstract.....I
Acknowledgment.....II

Chapter 1: Introduction

1.1 Background and Motivation.....1
1.2 Aims, Objectives & Research
Questions.....4
1.3 Research Approach.....6
1.4 Dissertation Outline.....7

Chapter 2: Literature Review

2.1 Introduction.....8
2.2 Importance and Emergence of Human Resource
Management.....8
2.3 Definitions of Human Resource Management.....9
2.4 Theoretical Perspectives on Human Resource
Management.....10
2.5 Functions of Human Resource
Management.....13
 2.5.1 Changing nature of HRM functions and its consequences.....13
2.6 Impacts of Technology on UK Banking
Industry.....14
2.7 Impacts of Technology on HR Function and Banking
Employees.....18
 2.7.1 Employees and customer satisfaction in retail
banking.....19

2.8	Human Centred Approach. Concept, Evolution & Implementation.....	22
2.8.1	Traditional Mechanistic & Human centred industrial view.....	22
2.8.2	Human centred approach implementation	23
2.9	Research Question Revisited.....	25
2.10	Summary.....	25

Chapter 3: Methodology

3.1	Introduction.....	26
3.2	Research Strategy and Research Design.....	26
3.3	Secondary Data Collection.....	27
3.4	Primary Data Collection.....	28
3.4.1	Self-completion questionnaires.....	30
3.4.2	Semi-structured interviews.....	30
3.4.3	Participant observation.....	31
3.5	Method of Data Analysis.....	32
3.6	Limitations.....	32
3.7	Summary.....	33

Chapter 4: Findings

4.1	Introduction.....	34
4.2	Interview Findings.....	34
4.2.1	Technological impacts on HR function.....	35
4.2.2	Technological impacts on employees.....	36
4.3	Questionnaires Findings.....	38
4.3.1	Employee satisfaction.....	38

4.3.2 Task	
difficulty.....	39
4.3.3 Learning and	
training.....	39
4.3.4 Career progression in bank.....	40
4.3.5 Feelings with technology, job employment, & work place.....	40
4.3.6 Interaction with HR.....	42
4.4 Participant Observation.....	42
4.5 Summary.....	44

Chapter 5: Discussion and Analysis

5.1 Introduction.....	45
5.2 Impacts of Technology on HR Function.....	45
5.3 Impacts of Technology on Banking Employees.....	47
5.4 Suggestion Human Centred Approach.....	48
5.5 Summary.....	49

Chapter 6: Conclusion and Limitations

6.1 Conclusion.....	50
6.2 Limitations.....	51

References.....	52
------------------------	-----------

Appendix A.....	58
------------------------	-----------

Appendix B.....	5
------------------------	----------